CHAPTER - 8

SUMMARY, CONCLUSIONS AND SUGGESTIONS

In this chapter, a brief summary of the research work done, conclusions drawn on the basis of the analyses given the core chapters, suggestions, test of hypotheses and scope for further research in the area concerned are given.

8.01 Introduction

Physical, attitudinal and behavioural aspects affect the effectiveness and performance. Effectiveness and performance affects the bottom line. People differ in their abilities and their aptitudes. One of the trends in performance appraisal is about modeling the work behaviours, and considerable researches show behavior process is an important factor contributing to the employee's total job performance. The most popular theories describe job performance along two primary dimensions: task performance and contextual performance. Taxonomy of contextual performance consists of (a) persisting in task accomplishment with enthusiasm and extra effort; (b) volunteering for extra assignments; (c) helping and cooperating with co-workers; (d) following organizational rules and procedures regardless of how inconvenient they may be; and (e) formally and informally endorsing, supporting, and defending organizational objectives. As can be seen these behaviours may not necessarily be prescribed as part of one's job; as such, they are discretionary and go beyond the specifics of the task at hand, and hence they are referred to as extra-role.
8.02 The Concept of OCB

Employee behaviours such as helping co-workers or leaders, willingness to tolerate inconvenience at workplace, complying with organisation rules and procedures, and active involvement in organisational development are considered critical to the success of an organisation beyond role-prescribed performance.1 (1. Katz, D. and Kahn, R. L., *The Social Psychology of Organisational Behaviour* (2nd Ed.), John Wiley, New York, 1978.) This aspect of human behaviour is named Organisational Citizenship Behaviour (OCB). Specifically, OCB has been defined as, "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation".2 (2. Organ, D. W., *Organisational Citizenship Behaviour: The Good Soldier Syndrome*, Lexington Books, Lexington, MA., 1988, p. 4). Some examples of OCB include: an employee staying late to help a co-worker finish his or her work assignment or project, a team member spending many hours helping to resolve a conflict between other team members and an employee who is willing to adapt to new company policies, rather than complaining about them.

Organisational citizenship behaviours are not affected by organizational influences. Hence OCB is commonly defined in terms of social exchange.3 (3. Moorman, R. H., *Relationship Between Organizational Justice and Organizational Citizenship Behaviours: Do Fairness Perceptions Influence Employee Citizenship?* *Journal of Applied Psychology*, 76, 1991, pp.845-855.) Opposite of OCB is Anti-Citizenship Behavior (ACB). Anti-Citizenship Behaviours detract the employee from the work-related output. Anti-Citizenship Behaviours are defiance, resistance to authority, avoidance or escape from assigned work, aggression, and revenge.
8.03 Dimensions of OCB

Researchers have identified many different “types” of OCB, but these are currently consolidated into five dimensions: (a) Altruism, (b) Courtesy, (c) Conscientiousness, (d) Sportsmanship, and (e) Civic Virtue. Altruism (also referred to as helpful behaviours, pro-social behaviours, and neighborliness) is associated with behaviours that either directly or indirectly help another worker with a present work-related problem. Courtesy refers to helpful behaviours that prevent a work related problem from occurring or help to lessen the severity of a foreseen problem. Conscientiousness includes such behaviours as being punctual; maintaining a better-than-average attendance record (i.e., coming to work when you’re sick or during severe weather conditions); and following an organization’s rules, regulations, and procedures. Sportsmanship is described as tolerating less-than-desirable situations without complaining or “making federal cases out of small potatoes”. Civic Virtue has been defined as the responsible participation in the political life of the organization. The five dimensions of OCB may not all be present when one is found. The most conscientious may not always be most altruistic, and vice versa; and the conditions that evoke altruism are not always the conditions that inspire conscientiousness.

8.04 Benefits of OCB

OCBs benefit both the organization and the employees in number of ways. For the organization they are beneficial as they provide a group of employees who are dedicated to the company and the work. Presence of organization citizenship behaviours (specifically altruism, conscientiousness, and sportsmanship) result in lower turnover rate among the employees. Employees, who are rated high OCB will stay longer with the company, produce more products of higher quality, and help the company succeed in many other ways. Prevalence of OCB fosters a better work environment in the organization. This environment,
in turn, elicits greater employee dedication, which yields greater productivity, and lowers turnover. Performance of OCB may enhance manager’s liking for subordinate.

8.05 Need for the Study and Statement of the Problem

The concept OCB has become popular in 1980s. Since then lot of research has been carried out on this concept mostly in other countries. Some of the studies on OCB have been reviewed in the first chapter. From the review of literature given in first chapter it is evident that so far no research has been carried out in the area and in the company concerned.

Hence the researcher seeks to understand the organizational citizenship behavior or contextual performance or extra-role performance of the employees as it is a prominent contributing factor to organizational effectiveness. It is a factor to be reckoned at the time of performance appraisal, one of the human resource management practices. For the purpose the researcher selected the employees of Nandi Group of Industries, Nandyal, and investigated into different dimensions of organization citizenship behavior (OCB).

8.06 Objectives of the Study

The basic objective of the present research work is to study organizational citizenship behaviour or contextual performance or extra-role performance of the employees in an industrial organisation. The specific objectives of the study can be stated thus:

1) To study the level of altruism dimension of organizational citizenship behavior (OCB) among the selected employees.

2) To examine the conscientiousness facet of organizational citizenship behavior (OCB) among the selected employees.

3) To analyze the sportsmanship dimension of organizational citizenship behavior (OCB) among the selected employees.
4) To calculate the level of courtesy to know the organizational citizenship behavior (OCB) among the selected employees.

5) To observe the civic virtue dimension of organizational citizenship behavior (OCB) among the selected employees.

8.07 Hypotheses

The study is based on the assumption that Organisational Citizenship Behaviour is low among the employees of the Organisation. For to be in detail hypotheses are set as follows:

1) Altruism is low among the employees

2) Conscientiousness is low among the employees

3) Sportsmanship is low among the employees

4) Courtesy is low among the employees

5) Civic Virtue is low among the employees

6) Total OCB is low among the employees

7) OCB and ratings on different dimensions vary internally on the basis of age, gender, education and experience.

8.08 Research Methodology

This part explains where, when and with whom the research was carried out, and then details the research methods used.

(a) The Sample

The present study is mainly based on the survey of the 500 employees working in Nandi Group of Companies, Nandyal. The place and companies were purposefully selected owing to the allegiance to nativity and place of livelihood of the researcher. However the
employees were selected across the departments and the companies on random basis. The primary data are attitudinal in nature and were collected through a structured schedule. The schedule was designed keeping in view the objectives of the research and was pre-tested by means of a pilot study. However, the secondary data have also been collected and used wherever necessary. The relevant secondary data were gathered or compiled from the reports, records and websites of the companies. The data so collected have been processed and analyzed by using SPSS, a statistical package.

The responses were elicited from the selected employees and the schedule was filled by the researcher personally. The employees were informed that participation in the study was optional and confidentiality was guaranteed. Of the 500 schedules, 487 usable ones were selected for further processing.

(b) Survey Instrument

This study uses the five dimensions of OCB proposed by Organ, as researchers have acknowledged those dimensions as the most widely used in organizational related studies. Twenty items were used to determine the level of organization citizenship behaviours among employees based on five dimensions. Likert five point scale was used to measure the OCB elements, which used the anchors of 5 (Strongly Agree) to 1 (Strongly Disagree) for positive statements, and 1 (Strongly Agree) to 5 (Strongly Disagree) in case of negative statements.

(c) Data Collection

Data were collected personally by the researcher through a structured schedule from 487 employees. Besides that more than a dozen interviews and discussions were held with the Chairman, Managing Director and others. The information so obtained was used to supplement the data collected through the structured schedule.
Before starting the survey, the aims and objectives of the proposed research were explained to the Chairman and Managing Director of the Nandi Group of Industries, Nandyal. The respondents were fully assured of the fact that their responses would be kept strictly confidential and would be utilized only for research purpose. Respondents' identity was not disclosed. Respondents were interviewed as per their convenience. Precautions were taken to maintain rapport.

(d) Data Analysis

The data collected through the schedule from the selected employees of Nandi Group of Companies have been processed and presented in the form of tables and diagrams. The statistics used for data analysis include Percentages, Weighed Average Scores, LINEST, and Coefficients of Correlation. Weighted Average Score (WAS) was calculated by dividing total of the products by total of the frequencies. Products were calculated by multiplying frequencies by the weights concerned. LINEST returns statistics that describe a linear trend matching known data points, by fitting a straight line using the least squares method. Coefficient of Correlation returns the correlation coefficient between two data sets.

8.09 Scope and Limitations

This research was conducted only on 487 employees in Nandi Group of Industries only. There is an ample room for research in this field but lack of resources poses a serious limitation. Also it is believed that the sample size is not enough to represent the whole industry and there is a slight possibility that the future research in the same industry may yield a bit different results.

It was found during the survey that maximum employees do not know the concept of OCB, the researcher made honest efforts to make every respondent understand the schedule.
so that the research is productive, but it is felt that the researcher should translate the 
language of the schedule so that it is easily understood by the respondents.

The thesis has been divided into eight chapters.

8.10 Profile of the Nandi Group of Companies

Mr. S.P.Y Reddy, a Mechanical Engineer, started a small unit, manufacturing plastic 
containers, in 1978. It was later expanded to manufacturing of PVC and allied pipes under the 
brand "Nandi". In course of time the unit has grown into a multi product, multi location 
entity. At present Nandi Group is a leading business group. The Group is a major player is 
Agricultural Pipes, Casing Pipes, Submersible Pipes, Ring Fit Pipes, Plumbing Pipes, 
Electrical Pipes, Sewer Pipes etc. It is also a major player in Water Storage Tanks and 
Solvent Cements. Over the last few decades the group has diversified into different 
businesses and has presence in Cement, Infrastructure, TMT Bars, Agro products and Dairy 
Industry. Nandi Group of Companies now includes Nandi Pipes, Panyam Cements, SPY 
Agro Industries Limited, Nandi Dairy, Nandi TMT Bars, and Sujala Infrastructure Pvt. 
Limited. Their vision was to have three successful vertical entities - Plastics, Cement and 
Ethanol. Their aim is to provide quality products, quality service to the customers and high 
standards of living to workforce.

(a) Sujala Pipes Pvt. Ltd.

Sujala Pipes Pvt. Ltd is the flagship enterprise of Nandi Group. The company 
manufactures UPVC pipes, PVC Pipes, Ring Fit pipes, agricultural pipes HDPE pipes, Water 
Storage containers, flexible hoses, casing pipes, Electrical, Plumbing and submersible pipes. 
The pipes are marketed under the brand name of Nandi Pipes. Ananta PVC Pipes Pvt. Ltd, 
ITL-Hyderabad and HDPE - Tirupati are the subsidiaries of the group which also 
manufacture pipes. Sujala Pipes (P) Ltd. The main manufacturing plant is located at Nandyal,
Andhra Pradesh. The group's other subsidiaries catering to the product line are based in Hyderabad, Anantapur and Tirupati. Products include Agricultural Pipes, Electrical Pipes, SWR Pipes, Ringfit Pipes, Plumbing Pipes, Blue Casing Pipes and Garden Pipes.

(b) Panyam Cements & Mineral Industries Limited

Panyam Cements & Mineral Industries Limited was established during 1955. Initially it was started with one kiln with a 200 TPD installed capacity. Later, the capacities were augmented by addition of two more kilns with 300 TPD and 600 TPD capacities. Over the years, the wet process kilns were converted into dry process and the capacities were increased to a level of 2200 TPD. The company manufactures high quality PPC, OPC 43 and OPC 53 grade cement. The factory is located in Cement Nagar, Andhra Pradesh. The products include OPC 53 Grade Cement, OPC 43 Grade Cement, and PPC Cement.

(c) SPY Agro Industries Ltd.

SPY Agro Industries Ltd., located at Nandyal, Kurnool District, is a modern Grain based distillery producing Grain Neutral Spirit from variety of grains. The plant is a state of art design, operates on continuous fully automated software with latest technology and equipment and higher level of automation in order to produce superior grade extra Neutral alcohol (Grain Neutral Spirit) consistently. Our ENA quality meets the best Indian & International standards and can be suitable to produce superior grades of IMFL. We also have our in house bottling operations. Our blending and bottling set up is also versatile in customizing a variety of blends as per the requirements. The main manufacturing plant is located at Nandyal, Andhra Pradesh. Products include ENA, Rectified Spirit, Ethanol, Liquefied Co2, Dry Ice, and Cattle Feed.
(d) Nandi Milk Products Pvt. Ltd.

Nandi Milk Products Pvt. Ltd. was incorporated in the year 1997. The company initially started procurement of milk from nearby district and marketed it under the brand of Nandi. Over the decades the company has grown and has presence in Tamil Nadu, Karnataka. The company is equipped with state of art processing machinery and has sophisticated laboratory to process and check the quality of the milk. The company is known for providing high quality milk and milk products. The company's main processing centre is located at Nandyal, Kurnool District. It also operates multiple processing centres in the state. Products include Skim Milk, Double Toned Milk, Toned Milk, Standardized Toned Milk, Gold Milk, and Ghee.

(e) Nandi TMT Bars Pvt. Ltd.

NANDI TMT steel bars are coming from well known NANDI Group, a group with strong foundation and a mission to serve the people with ISI quality steel at reasonable price. Your ‘Search for good quality steel should end at Nandi TMT’ is our motto. ‘NANDI’ has been a well known brand in PVC related industries since 1988 with various other products like Cement, Ethanol, Dairy Etc. Ensuring deep rooted trust, Nandi Group ventured into steel industry by establishing Nandi TMT Bars Pvt. Ltd. near Nandyal, Kurnool District, A.P. with a vision to serve local and international markets. The main manufacturing plant is located at Nandyal, Andhra Pradesh. Products include TMT Bars, Steel Flats, and Steel Angles.

(f) Sujala Infrastructure Pvt. Limited

Sujala Infrastructure Pvt. Limited is another company coming under Nandi Group of Companies. It operates from Nandyal, Kurnool District. They have started one IT company also. It is confined mostly to education and training in Information Technology. It also operates from Nandyal, Kurnool District.
8.11 HR Profile of Nandi Group of Companies

The total manpower in these organizations is 6,468. The total manpower is classified into two categories (a) Managerial Level Personnel and (b) Operational Level Personnel. Under managerial level personnel we get Managing Director-1, General Managers-6, Production Managers-5, Quality Control Managers-6, and Regional Managers-40. Total Managerial Personnel are 58. Operational Personnel are: Executives-296, Sales Representatives-505, Clerks-886, Operators-1138, Workers-3585, Total-6410.

The organization is headed by the managing director. Executive director reports to managing director. The marketing managers, financial manager, HR manager, public relations officer and the quality control officer all report to executive director, other than executives there are 2875 workers in the organization. The recruitment and selection of personnel is made by a panel consisting of managing director, executive director and managers of concerned departments. Apart from attractive salaries, company provides health care facilities, tiffin, tea, lunch, and dinner at their duty times.

8.12 Profile of the Respondents

Altogether 487 employees have been selected from four different departments – Marketing, Production, HR and Finance – at random for the purpose of eliciting opinions on the aspects relating to Organisational Citizenship Behaviour. A brief profile of the respondents is given hereunder.

On the basis of age, respondents have been divided into three groups. They are 25-35, 36-45, and Above 45 Years. Age-wise analysis of the respondents shows that 54.62 per cent of the respondents are in 25-35 years age group, 39.01 per cent of the respondents are in 36-45 years age group and only 6.37 per cent of the respondents are in more than 45 years of age group.
Gender-wise analysis of the respondents shows that about 75 per cent of the respondents are men and about 25 per cent of the respondents are women.

On the basis of educational qualification, respondents have been divided into five groups. They are SSC, Intermediate, Graduation, Post Graduation and Technically Qualified (ITI / Polytechnic). An analysis on the basis of educational qualification shows that 33.06 per cent of the respondents have studied up to SSC, 19.71 per cent of the respondents have studied up to Intermediate, 15.40 per cent of the respondents are graduates, 11.29 per cent of the respondents are postgraduates, and 20.53 per cent of the respondents are technically qualified persons.

On the basis of experience, respondents have been divided into five groups. They are: Less than 6 Years, 6-10 Years, 11-15 Years, 16-20 Years, and More than 20 Years. Experience-wise analysis shows that 12.32 per cent of the respondents have less than six years of experience, 31.01 per cent of the respondents have 6-10 years of experience, 33.06 per cent of the respondents have 11-15 years of experience, 14.37 per cent of the respondents have 16-20 years of experience and only 9.24 per cent of the respondents have more than 20 years of experience.

8.13 Conclusions

(A) On the basis of the analyses given in chapter three – Altruism - the following conclusions can be drawn.

(a) Age-wise and statement-wise conclusions on "altruism" among the respondents:

- Age-wise analyses of the responses to altruism statement No.1 "I take steps to prevent problems with other workers", indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in age.
• Age-wise analyses of the responses to altruism statement No.2 “I am concerned with the effects of my actions or decisions on others”, indicate the existence of low level of altruism among ‘25-35 years’ and ‘36-45 years’ age group respondents, and very low level of altruism among ‘above 45 years’ age group respondents. Among ‘all the respondents’ also altruism is low. Altruism decreases with increase in age.

• Age-wise analyses of the responses to altruism statement No.3 “I help others who have been absent”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in age.

• Age-wise analyses of the responses to altruism statement No.4 “I willingly give my time to help others with work-related problems”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in age.

• Age-wise analyses of the responses to altruism statement No.5 “I help others who have heavy workloads”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in age.

• Age-wise analyses of the responses to altruism statement No.6 “I help others with demanding work assignments”, indicate the existence of high level of altruism among all the respondents and altruism increases with increase in age.

• Age-wise analyses of the responses to all the statements on altruism indicate the existence of low level altruism among all the respondents and altruism decreases with increase in age.

(b) Gender-wise and statement-wise conclusions on “altruism” among the respondents:

• Gender-wise analyses of the responses to altruism statement No.1 “I take steps to prevent problems with other workers”, indicate the existence of low level of altruism among both male and female respondents.
• Gender-wise analyses of the responses to altruism statement No.2 "I am concerned with the effects of my actions or decisions on others", indicate the existence of low level of altruism among both male and female respondents.

• Gender-wise analyses of the responses to altruism statement No.3 "I help others who have been absent", indicate the existence of low level of altruism among both male and female respondents.

• Gender-wise analyses of the responses to altruism statement No.4 "I willingly give my time to help others with work-related problems", indicate the existence of low level of altruism among both male and female respondents.

• Gender-wise analyses of the responses to altruism statement No.5 "I help others who have heavy workloads", indicate the existence of low level of altruism among both male and female respondents.

• Gender-wise analyses of the responses to altruism statement No.6 "I help others with demanding work assignments", indicate the existence of high level of altruism among both male and female respondents.

• Gender-wise analyses of the responses to all the statements on altruism indicate the existence of low level of altruism among both male and female respondents.

(c) Education-wise and statement-wise conclusions on "altruism" among the respondents:

• Education-wise analyses of the responses to altruism statement No.1 "I take steps to prevent problems with other workers", indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in education.

• Education-wise analyses of the responses to altruism statement No.2 "I am concerned with the effects of my actions or decisions on others", indicate the existence of low
level of altruism among all the respondents and altruism increases with increase in education.

- Education-wise analyses of the responses to altruism statement No.3 “I help others who have been absent”, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in education.

- Education-wise analyses of the responses to altruism statement No.4 “I willingly give my time to help others with work-related problems”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in education.

- Education-wise analyses of the responses to altruism statement No.5 “I help others who have heavy workloads”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in education.

- Education-wise analyses of the responses to altruism statement No.6 “I help others with demanding work assignments”, indicate the existence of high level of altruism among all the respondents and altruism decreases with increase in education.

- Education-wise analyses of the responses to all the statements on altruism, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in education.

(d) Experience-wise and statement-wise conclusions on “altruism” among the respondents:

- Experience-wise analyses of the responses to altruism statement No.1 “I take steps to prevent problems with other workers”, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in experience.

- Experience-wise analyses of the responses to altruism statement No.2 “I am concerned with the effects of my actions or decisions on others”, indicate the
existence of very low level of altruism among the respondents with ‘less than 6 years experience’ and low level among others. Altruism increases with increase in experience.

- Experience-wise analyses of the responses to altruism statement No.3 “I help others who have been absent”, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in experience.

- Experience-wise analyses of the responses to altruism statement No.4 “I willingly give my time to help others with work-related problems”, indicate the existence of low level of altruism among all the respondents and altruism increases with increase in experience.

- Experience-wise analyses of the responses to altruism statement No.5 “I help others who have heavy workloads”, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in experience.

- Experience-wise analyses of the responses to altruism statement No.6 “I help others with demanding work assignments”, indicate the existence of high level of altruism among all the respondents and altruism increases with increase in experience.

- Experience-wise analyses of the responses to all the statements on altruism, indicate the existence of low level of altruism among all the respondents and altruism decreases with increase in experience.

(B) On the basis of analyses given chapter four – Conscientiousness - the following conclusions can be drawn.

(a) Age-wise and statement-wise conclusions on “conscientiousness” among the respondents:

- Age-wise analyses of the responses to conscientiousness statement No.1 “I obey organization rules, regulations and procedures even when no one is watching”,
indicate the existence of low level of conscientiousness among all the respondents and conscientiousness increases with increase in age.

• Age-wise analyses of the responses to conscientiousness statement No.2 “I never take long lunches”, indicate the existence of high level of conscientiousness among all the respondents and conscientiousness decreases with increase in age.

• Age-wise analyses of the responses to conscientiousness statement No.3 “I do not take extra breaks”, indicate the existence of high level of conscientiousness among all the respondents and conscientiousness decreases with increase in age.

• Age-wise analyses of the responses to conscientiousness statement No.4 “I consume a lot of time complaining about trivial matters”, indicate the existence of low level of conscientiousness among 25-35 years age group respondents, and high among 36-45 years and above 45 years age group respondents. On the whole it is low. Conscientiousness increases with increase in age.

• Age-wise analyses of the responses to all the statements on conscientiousness indicate the existence of high level of conscientiousness among all the respondents and conscientiousness decreases with increase in age.

(b) Gender-wise and statement-wise conclusions on “conscientiousness” among the respondents:

• Gender-wise analyses of the responses to conscientiousness statement No.1 “I obey organization rules, regulations and procedures even when no one is watching”, indicate the existence of low level of conscientiousness among the male respondents and high level of conscientiousness among the female respondents. However conscientiousness among all the respondents is low.
• Gender-wise analyses of the responses to conscientiousness statement No.2 “I never take long lunches”, indicate the existence of high level of conscientiousness among both male and female respondents.

• Gender-wise analyses of the responses to conscientiousness statement No.3 “I do not take extra breaks”, indicate the existence of high level of conscientiousness among both male and female respondents.

• Gender-wise analyses of the responses to conscientiousness statement No.4 “I consume a lot of time complaining about trivial matters”, indicate the existence of low level of conscientiousness among both male and female respondents.

• Gender-wise analyses of the responses to all the statements on conscientiousness indicate the existence of high level of conscientiousness among both male and female respondents.

(c) Education-wise and statement-wise conclusions on “conscientiousness” among the respondents:

• Education-wise analyses of the responses to conscientiousness statement No.1 “I obey organization rules, regulations and procedures even when no one is watching”, indicate existence of low level of conscientiousness among the respondents with SSC, Intermediate and technical qualifications; and high level of conscientiousness among the respondents who are graduates and postgraduates. However conscientiousness among all the respondents is low. Conscientiousness increases with increase in education.

• Education-wise analyses of the responses to conscientiousness statement No.2 “I never take long lunches”, indicate the existence of high level of conscientiousness among all the respondents and conscientiousness decreases with increase in education.
• Education-wise analyses of the responses to conscientiousness statement No.3 “I do not take extra breaks”, indicate the existence of low level of conscientiousness among the respondents who have studied upto Intermediate and high among the others. On the whole the level of conscientiousness is high. Conscientiousness increases with increase in education.

• Education-wise analyses of the responses to conscientiousness statement No.4 “I consume a lot of time complaining about trivial matters”, indicate the existence of high level of conscientiousness among the respondents who have studied up to SSC and low among the others. On the whole it is low. Conscientiousness decreases with increase in education.

• Education-wise analyses of aggregates of the responses to all the statements on conscientiousness indicate the existence of high level of conscientiousness among the respondents who have studied upto SSC, Degree and PG. Conscientiousness is low among the respondents who have studied Intermediate and among those who are technically qualified. Anyhow conscientiousness among all the respondents is high. Conscientiousness decreases with increase in education.

(d) Experience-wise and statement-wise conclusions on “conscientiousness” among the respondents:

• Experience-wise analyses of the responses to conscientiousness statement No.1 “I obey organization rules, regulations and procedures even when no one is watching”, indicate the existence of high level of conscientiousness among the respondents with 11-15 years of experience and low among the others. On the whole it is low. Conscientiousness tends to decrease with increase in experience.

• Experience-wise analyses of the responses to conscientiousness statement No.2 “I never take long lunches”, indicate the existence of low level of conscientiousness
among the respondents with 'less than six years of experience' and with '16-20 years of experience'. It is high among the respondents with '6-10 years of experience', '11-15 years of experience', and with 'more than 20 years of experience'. On the whole conscientiousness among all the respondents is high. Conscientiousness tends to decrease with increase in experience.

- Experience-wise analyses of the responses to conscientiousness statement No.3 “I do not take extra breaks”, indicate the existence of high level of conscientiousness among all the respondents and conscientiousness tends to increase with increase in experience.

- Experience-wise analyses of the responses to conscientiousness statement No.4 “I consume a lot of time complaining about trivial matters”, indicate the existence of high level of conscientiousness among the respondents with 'less than 6 years' of experience and with '16-20 years of experience'. It is low among the respondents with '6-10 years of experience', '11-15 years of experience' and with 'more than 20 years of experience'. On the whole it is low. Conscientiousness decreases with increase in experience.

- Experience-wise analyses of the responses to all the statements on conscientiousness indicate the existence of low level of conscientiousness among the respondents with 'Less than 6 years' and 'More than 20 years' of experience. It is high among the respondents with '6-10 years', '11-15 years' and '16-20 years' of experience. On the whole conscientiousness is high. Conscientiousness increases with increase in experience.
(C) On the basis of the analyses given in chapter five - Sportsmanship - the following conclusions can be drawn.

(a) Age-wise and statement-wise conclusions on “sportsmanship” among the respondents:

• Age-wise analyses of the responses to sportsmanship statement No.1 “I do not abuse the rights of others”, reveal that sportsmanship among 25-35 age group respondents is high, whereas sportsmanship among the respondents with more than 35 years age is low. On the whole, sportsmanship among all the respondents is high. Sportsmanship decreases with increase in age.

• Age-wise analyses of the responses to sportsmanship statement No.2 “I always leave my work place early without any good reason”, indicate that sportsmanship among ‘25-35’ and ‘>45’ age group respondents is low and that of ‘36-45’ age group respondents is high. Sportsmanship among all the respondents is also low. Sportsmanship decreases with increase in age.

• Age-wise analyses of the responses to sportsmanship statement No.3 “I put in less effort than other members of the work group”, reveal that sportsmanship among all the respondents is low. Sportsmanship increases with increase in age.

• Age-wise analyses of the responses to sportsmanship statement No.4 “I am always punctual at work”, indicate that sportsmanship among the first two age groups is low and among >45 years age group respondents is high. Sportsmanship among all the respondents is low. Sportsmanship increases with increase in age.

• Age-wise analyses of the responses to sportsmanship statement No.5 “I always find fault with what the organization is doing”, indicate existence of low level of sportsmanship among ‘25-35’ and ‘36-45’ age groups and that of ‘>45’ age group is
high. Sportsmanship among all the respondents on this statement shows existence of low level of Sportsmanship. Sportsmanship increases with increase in age.

- Age-wise analyses of the responses to all the statements on sportsmanship indicate the existence of low level of sportsmanship among ‘25-35’ and ‘36-45’ age group respondents, whereas sportsmanship among ‘>45’ years age group is high. Sportsmanship increases with increase in age.

- An age-wise analysis of the responses to all the statements on sportsmanship of all the respondents is indicating existence of low level of sportsmanship among the respondents. Low level of sportsmanship results in low level of performance.

(b) Gender-wise and statement-wise conclusions on “sportsmanship” among the respondents:

- Gender-wise analyses of the responses to sportsmanship statement No.1 “I do not abuse the rights of others”, show that sportsmanship among the male respondents is high, among the female respondents is low and among all the respondents is high.

- Gender-wise analyses of the responses to sportsmanship statement No.2 “I always leave my work place early without any good reason”, show that sportsmanship among the male respondents is low, among the female respondents is high and among all the respondents is low.

- Gender-wise analyses of the responses to sportsmanship statement No.3 “I put in less effort than other members of the work group”, show that sportsmanship among both the male and the female respondents is low.

- Gender-wise analyses of the responses to sportsmanship statement No.4 “I am always punctual at work”, show that sportsmanship among the male respondents is high, among the female respondents is low and among all the respondents is also low.
• Gender-wise analyses of the responses to sportsmanship statement No.5 “I always find faults with what the organization is doing”, show that sportsmanship among both male and female respondents is low.

• Gender-wise analyses of the responses to all the statements on sportsmanship show that sportsmanship among the male respondents is high, among the female respondents is low and among all the respondents is also low. Low level of sportsmanship is likely to result in low level of performance.

(c) Education-wise and statement-wise conclusions on “sportsmanship” among the respondents:

• Education-wise analyses of the responses to sportsmanship statement No.1 “I do not abuse the rights of others”, show that sportsmanship among the respondents who are graduates, postgraduates and those who have studied upto SSC is low; and high among the respondents who are technically qualified and those who have studied upto Intermediate. Sportsmanship among all the respondents is also high. LINEST (-0.024), calculated on the basis of general education, shows a decreasing trend i.e., sportsmanship decreases with increase in education.

• Education-wise analyses of the responses to sportsmanship statement No.2 “I always leave my work place early without any good reason”, show that sportsmanship among the respondents who are graduates, postgraduates and those who have studied upto Intermediate is high; and low among the respondents who are technically qualified and those who have studied upto SSC. Sportsmanship among all the respondents is also low. LINEST (0.052), calculated on the basis of general education shows an increasing trend i.e. sportsmanship increases with increase in education.

• Education-wise analyses of the responses to sportsmanship statement No.3 “I put in less effort than other members of the work group”, show that sportsmanship among
the respondents who are postgraduates is high; and low among the graduates, technically qualified and those who have studied upto SSC and Intermediate. Sportmanship among all the respondents is also low. LINEST (0.219), calculated on the basis of general education shows an increasing trend i.e. sportmanship increases with increase in education.

- Education-wise analyses of the responses to sportmanship statement No.4 “I am always punctual at work”, show that sportmanship among the respondents who are postgraduates and those who have studied upto SSC/Intermediate is low; and high among the graduates and technically qualified respondents. Sportmanship among all the respondents is low. LINEST (-0.107), calculated on the basis of general education, shows a decreasing trend i.e. sportmanship decreases with increase in education.

- Education-wise analyses of the responses to sportmanship statement No.5 “I always find faults with what the organization is doing”, show that sportmanship among the respondents who are postgraduates and those who are technically qualified is high; and among the respondents who are graduates and those who have studied upto SSC/Intermediate is low. Sportmanship among all the respondents is also low. LINEST (0.118), calculated on the basis of general education, shows increasing trend i.e. sportmanship increases with increase in education.

- Education-wise analyses of the responses to all the statements on sportmanship show that sportmanship among those who have studied upto SSC, Degree and PG is low whereas sportmanship among those who have studied upto Intermediate and technically qualified respondents is low. On the whole sportmanship among the respondents is low. LINEST (0.051) calculated on the basis of general education, shows an increasing trend i.e. sportmanship increases with increase in education.
(d) Experience-wise and statement-wise conclusions on “sportsmanship” among the respondents:

- Experience-wise analyses of the responses to sportsmanship statement No.1 “I do not abuse the rights of others”, show that sportsmanship among the respondents with <6, 6-10, 16-20 and >20 years of experience is high, whereas sportsmanship among the respondents with 11-15 years of experience is low. Sportsmanship among all the respondents is high. Sportsmanship increases with increase in experience.

- Experience-wise analyses of the responses to sportsmanship statement No.2 “I always leave my work place early without any good reason”, show that sportsmanship among the respondents with 6-10 and 11-15 years of experience is high, whereas sportsmanship among the respondents with <6, 16-20 and >20 years of experience is low. Sportsmanship among all the respondents is also low. Sportsmanship increases with increase in experience.

- Experience-wise analyses of the responses to sportsmanship statement No.3 “I put in less effort than other members of the work group”, show that sportsmanship among the respondents with 16-20 years of experience is high, whereas sportsmanship among the respondents with <6, 6-10, 11-15 and >20 years of experience is low. Sportsmanship among all the respondents is also low. Sportsmanship increases with increase in experience.

- Experience-wise analyses of the responses to sportsmanship statement No.4 “I am always punctual at work”, show that sportsmanship among the respondents with 11-15 and >20 years of experience is high, whereas sportsmanship among the respondents with <6, 6-10, 16-20 years of experience is low. Sportsmanship among all the respondents is also low. Sportsmanship increases with increase in experience.
Experience-wise analyses of the responses to sportsmanship statement No.5 “I always find fault with what the organization is doing”, show that sportsmanship among the respondents with different years of experience is low. Sportsmanship decreases with increase in experience.

Experience-wise analyses of the responses to all the statements on sportsmanship show that sportsmanship among the respondents with >20 years of experience is high, whereas sportsmanship among the respondents with <6, 6-10, 11-15 and 16-20 years of experience is low. Sportsmanship among all the respondents is also low. Sportsmanship increases with increase in experience.

(D) On the basis of the analyses given in chapter six – Courtesy - the following conclusions can be drawn.

(a) Age-wise and statement-wise conclusions on “courtesy” among the respondents:

• Age-wise analyses of the responses to courtesy statement No.1 “I inform my supervisor before taking any important actions”, reveal that courtesy among the respondents of all the age groups is low and courtesy decreases with increase in age.

• Age-wise analyses of the responses to courtesy statement No.2 “I am always willing to cooperate with others to get a job done”, indicate that courtesy among >45 age group is high and among 25-35 and 36-45 age groups is low. Courtesy among all the respondents is also low. Courtesy is likely to increase with increase in age.

• Age-wise analyses of the responses to courtesy statement No.3 “I seldom provide constructive ideas or suggestions for the benefit of the organization”, show that courtesy among 25-35 and 36-45 years age groups is high and courtesy among >45 years age group low. Courtesy among all the respondents is also low. Courtesy is likely to decrease with increase in age.
• Age-wise analyses of the responses to courtesy statement No.4 “I seldom give advance notice when unable to come to work”, indicate that courtesy among the first two age groups is high and among ‘>45’ age group is low. Courtesy among all the respondents is high. It is likely to decrease with increase in age.

• Age-wise analyses of the responses to courtesy statement No.5 “I tend to make a "mountain out of molehills””, indicate the existence of high level of courtesy among 25-35 age group and low level of courtesy among 36-45 and >45 age groups. Courtesy among all the respondents is low and is likely to decrease with increase in age.

• Age-wise analyses of the responses to all the statements on courtesy show existence of low level of courtesy among the respondents of all the age groups and it decreases with increase in age. Low level of courtesy is likely to result in low level of performance.

(b) Gender-wise and statement-wise conclusions on “courtesy” among the respondents:

• Gender-wise analyses of the responses to courtesy statement No.1 “I inform my supervisor before taking any important actions”, show that courtesy among both the male and the female respondents is low.

• Gender-wise analyses of the responses to courtesy statement No.2 “I am always willing to cooperate with others to get a job done”, show that courtesy among both the male and the female respondents is low.

• Gender-wise analyses of the responses to courtesy statement No.3 “I seldom provide constructive ideas or suggestions for the benefit of the organization”, show that
courtesy among the male respondents is low, among the female respondents is high and among all the respondents is low.

- Gender-wise analyses of the responses to courtesy statement No.4 “I seldom give advance notice when unable to come to work”, show that courtesy among the male respondents is high, among the female respondents is low and among all the respondents is high.

- Gender-wise analyses of the responses to courtesy statement No.5 “I tend to make a ‘mountain out of molehills’”, show that courtesy among the male respondents is low, among the female respondents is high and among all the respondents is low.

- Gender-wise analyses of the responses to all the statements on courtesy show that courtesy among both the male and the female respondents is low. Low level of courtesy results in low level of performance.

(c) Education-wise and statement-wise conclusions on “courtesy” among the respondents:

- Education-wise analyses of the responses to courtesy statement No.1 “I inform my supervisor before taking any important actions”, indicate that courtesy level among all the respondents (irrespective of education) is low. LINEST (0.088), calculated on the basis of general education shows an increasing trend i.e. courtesy increases with increase in education.

- Education-wise analyses of the responses to courtesy statement No.2 “I am always willing to cooperate with others to get a job done”, show that courtesy among the respondents who are graduates and postgraduates is high; and low among the respondents who are technically qualified and those who have studied upto SSC / Intermediate. Courtesy among all the respondents is also low. LINEST (0.426),
calculated on the basis of general education shows an increasing trend i.e. courtesy increases with increase in education.

- Education-wise analyses of the responses to courtesy statement No.3 "I seldom provide constructive ideas or suggestions for the benefit of the organization", show that courtesy among the respondents who have education upto SSC, upto Intermediate and upto Post Graduation is high. Courtesy level among those who have studied upto degree and who have technical qualification is low. Courtesy among all the respondents is also low. LINEST (-0.141), calculated on the basis of general education, shows decreasing trend i.e. courtesy decreases with increase in education.

- Education-wise analyses of the responses to courtesy statement No.4 "I seldom give advance notice when unable to come to work", show that courtesy among the respondents who are graduates and postgraduates and those who have studied upto Intermediate is high; and low among those who have studied only upto SSC and technically qualified respondents. Courtesy among all the respondents put together is high. LINEST (0.117), calculated on the basis of general education, shows increasing trend i.e. courtesy increases with increase in education.

- Education-wise analyses of the responses to courtesy statement No.5 "I tend to make a "mountain out of molehills"", show that courtesy among the respondents with Intermediate, PG and Technical qualifications is high; and among the respondents with education upto SSC and Degree is low. Courtesy among all the respondents is also low. LINEST (0.008), calculated on the basis of general education, shows increasing trend i.e. courtesy increases with increase in education.

- Education-wise analyses of aggregates of the responses to all the statements on courtesy show that courtesy among those who have studied upto SSC, upto Intermediate, upto Degree and those who have technical qualification is low whereas
courtesy among those who have PG is high. On the whole courtesy among the respondents is low. LINEST (0.053) calculated on the basis of general education, shows an increasing trend i.e. courtesy increases with increase in education.

(d) Experience-wise and statement-wise conclusions on “courtesy” among the respondents:

- Experience-wise analyses of the responses to courtesy statement No.1 “I inform my supervisor before taking any important actions”, show that courtesy among the respondents with <6 years of experience is high, whereas courtesy among the respondents with 6-10, 11-15, 16-20 and >20 years of experience is low. Courtesy among all the respondents is also low. Courtesy decreases with increase in experience.

- Experience-wise analyses of the responses to courtesy statement No.2 “I am always willing to cooperate with others to get a job done”, show that courtesy among the respondents with 11-15 and >20 years of experience is high, whereas courtesy among the respondents with <6, 6-10 and 16-20 years of experience is low. Courtesy among all the respondents is also low. Courtesy increases with increase in experience.

- Experience-wise analyses of the responses to courtesy statement No.3 “I seldom provide constructive ideas or suggestions for the benefit of the organization”, show that courtesy among the respondents with <6, and >20 years of experience is high, whereas courtesy among the respondents with 6-10, 11-15 and 16-20 years of experience is low. Courtesy among all the respondents is also low. Courtesy increases with increase in experience.

- Experience-wise analyses of the responses to courtesy statement No.4 “I seldom give advance notice when unable to come to work”, show that courtesy among the respondents with <6, 11-15 and >20 years of experience is high, whereas courtesy
among the respondents with 6-10 and 16-20 years of experience is low. Courtesy among all the respondents is high. Courtesy decreases with increase in experience.

- Experience-wise analyses of the responses to courtesy statement No. 5 "I tend to make a "mountain out of molehills"", show that courtesy among the respondents with 6-10 and >20 years of experience is high, whereas courtesy among the respondents with <6, 11-15, and 16-20 years of experience is low. Courtesy among all the respondents is also low. Courtesy increases with increase in experience.

- Experience-wise analyses of the responses to all the statements on courtesy show that courtesy among the respondents with <6 and >20 years of experience is high, whereas courtesy among the respondents with 6-10, 11-15 and 16-20 years of experience is low.Courtesy among all the respondents is also low. Courtesy increases with increase in experience.

(E) On the basis of the analyses given in chapter seven – Civic Virtue - the following conclusions can be drawn.

(a) Age-wise and statement-wise conclusions on “civic virtue” among the respondents:

- Age-wise analyses of the responses to civic virtue statement No.1 “I pay attention to organizational memos or announcements”, reveal that civic virtue among 25-35 and 36-45 age group respondents is low, whereas weighted average score of >45 years age group indicate existence of high level of civic virtue among them. Civic virtue level of all the respondents on this statement is also low. Civic virtue increases with increase in age.

- Age-wise analyses of the responses to civic virtue statement No.2 “I attend functions that are not required, but that help the organization’s image”, indicate existence of
low level of civic virtue among all the age groups of respondents. Civic virtue decreases with increase in age.

- Age-wise analyses of the responses to civic virtue statement No.3 “I attend and participate in formal and informal organization meetings”, show that civic virtue level among all the age groups of respondents is low. Civic Virtue decreases with increase in age.

- Age-wise analyses of the responses to civic virtue statement No.4 “I keep abreast of changes in the organization”, indicate that civic virtue level among all the age groups of respondents is high. Civic virtue increases with increase in age.

- Age-wise analyses of the responses to all the statements on civic virtue show the existence of low level of civic virtue among the respondents of all the age groups. As far as trend is concerned, civic virtue decreases with increase in age. Hence it is concluded that civic virtue among the respondents is low. Low level of civic virtue may result in low level of performance.

(b) Gender-wise and statement-wise conclusions on “civic virtue” among the respondents:

- Gender-wise analyses of the responses to civic virtue statement No.1 “I pay attention to organizational memos or announcements”, show that civic virtue among the male respondents is low, among the female respondents is high and among all the respondents is low.

- Gender-wise analyses of the responses to civic virtue statement No.2 “I attend functions that are not required, but that help the organization’s image”, show that civic virtue among both the male and the female respondents is low.
• Gender-wise analyses of the responses to civic virtue statement No.3 "I attend and participate in formal and informal organization meetings", show that civic virtue among both the male and the female respondents is low.

• Gender-wise analyses of the responses to civic virtue statement No.4 "I keep abreast of changes in the organization", show that civic virtue among both the male and the female respondents is high.

• Gender-wise analyses of the responses to all the statements on civic virtue show that civic virtue among both the male and the female respondents is low. Low level of civic virtue may result in low level of performance.

(c) Education-wise and statement-wise conclusions on “civic virtue” among the respondents:

• Education-wise analyses of the responses to civic virtue statement No.1 "I pay attention to organizational memos or announcements", indicate that civic virtue among all the respondents (irrespective of education) is low. LINEST (0.089), calculated on the basis of general education shows an increasing trend i.e. civic virtue increases with increase in education.

• Education-wise analyses of the responses to civic virtue statement No.2 "I attend functions that are not required, but that help the organization’s image”, show that civic virtue among all the respondents (irrespective of education) is low. LINEST (-0.047), calculated on the basis of general education shows decreasing trend i.e. civic virtue decreases with increase in education.

• Education-wise analyses of the responses to civic virtue statement No.3 "I attend and participate in formal and informal organization meetings”, show that civic virtue among all the respondents (irrespective of the level of education) is low. LINEST
(0.052), calculated on the basis of general education, shows decreasing trend i.e. civic virtue decreases with increase in education.

• Education-wise analyses of the responses to civic virtue statement No.4 “I keep abreast of changes in the organization”, show that civic virtue among the respondents who have studied upto SSC, who are postgraduates and those who have technical qualification is high; and low among those who have studied upto Intermediate, and graduates. Civic virtue among all the respondents is high. LINEST (-0.311), calculated on the basis of general education, shows decreasing trend i.e. civic virtue decreases with increase in education.

• Education-wise analyses of the responses to all the statements on civic virtue show that civic virtue among the respondents with different levels of education is low. LINEST (-0.056) calculated on the basis of general education, shows decreasing trend i.e. civic virtue decreases with increase in education.

(d) Experience-wise and statement-wise conclusions on “civic virtue” among the respondents:

• Experience-wise analyses of the responses to civic virtue statement No.1 “I pay attention to organizational memos or announcements”, show that civic virtue among the respondents with >20 years of experience is high, whereas civic virtue among the respondents with <6, 6-10, 11-15 and 16-20 years of experience is low. Civic virtue among all the respondents is also low. Civic virtue increases with increase in experience.

• Experience-wise analyses of the responses to civic virtue statement No.2 “I attend functions that are not required, but that help the organization’s image”, show that civic virtue among the respondents with different years of experience is low. Civic virtue increases with increase in experience.
Experience-wise analyses of the responses to civic virtue statement No.3 "I attend and participate in formal and informal organization's meetings", show that civic virtue among the respondents with different years of experience is low. Civic virtue increases with increase in experience.

Experience-wise analyses of the responses to civic virtue statement No.4 "I keep abreast of changes in the organization", show that civic virtue among the respondents with different years of experience is high. Civic virtue decreases with increase in experience.

Experience-wise analyses of the responses to all the statements on civic virtue show that civic virtue among the respondents with different years of experience is low. Civic virtue increases with increase in experience. Low level of civic virtue may result in low level of performance.

(F) Correlation between Different Dimensions:

On the basis of coefficients of correlation, calculated between different dimensions, the following conclusions can be drawn.

- Correlation between Altruism and Conscientiousness, Altruism and Courtesy, and Altruism and Civic Virtue is positive i.e. if altruism increases conscientiousness / courtesy / civic virtue also increases and vice versa.

- Correlation between Conscientiousness and Sportsmanship, Conscientiousness and Courtesy, and Conscientiousness and Civic Virtue is positive i.e. if conscientiousness increases sportsmanship / courtesy / civic virtue also increases and vice versa.

- Correlation between Sportsmanship and Courtesy, and Sportsmanship and Civic Virtue is also positive i.e. if sportsmanship increases courtesy / civic virtue also increases and vice versa.
• Correlation between Altruism and Sportsmanship is negative i.e. if altruism increases sportsmanship decreases and vice versa.

• Correlation between Courtesy and Civic Virtue is also negative i.e. if courtesy increases civic virtue decreases and vice versa.

Note: The extents of correlation differ. The coefficients of correlation are less than ±0.5.

(G) Variable-Wise Organisational Citizenship Behaviour

According to the analyses given Chapter 7 it can be said that:

➤ Organisational Citizenship Behaviour among 25-35, 36-45 and Above 45 years age group respondents is also low. OCB neither increases nor decreases with age of the respondents.

➤ Organisational Citizenship Behaviour among both male and the female respondents is also low.

➤ Organisational Citizenship Behaviour among the respondents who have studied upto SSC, upto Intermediate, upto to Degree, upto Post Graduation and who have technical qualification is also low. OCB decreases with increase in general education.

➤ Organisational Citizenship Behaviour among the respondents with less than 6 years of experience, with 6-10 years of experience, with 11-15 years of experience, with 16-20 years of experience and with more than 20 years of experience is also low. OCB increases with increase in experience.

(H) Dimension-Wise Organisational Citizenship Behaviour:

On the basis of the analyses given in Chapters 3, 4, 5, 6 and 7 it can be said that:

➤ Altruism among the respondents is low.
Conscientiousness among the respondents is high.

Sportsmanship among the respondents is low.

Courtesy among the respondents is low.

Civic Virtue among the respondents is low.

Organisational Citizenship Behaviour among the respondents is low.

8.14 Suggestions

Behaviours are the result of rules, regulations, procedures and established beliefs. Behaviours resulting from organizational rules, regulations and procedures are formal, whereas behaviours resulting from established beliefs are informal in nature. Performance depends not only on formal but also on informal behaviours. Organisational citizenship behaviours are the result of established beliefs. They cannot be enforced, quantified and remunerated but they affect considerably, either directly or indirectly, performance of the human resources. Hence these can be rightly called behavioural considerations of employee performance. These cannot be ignored. Instead they have to be studied and measured on a continuous basis and remedial measures have to be taken so as to ensure higher performance among the employees.

In this study it is proved beyond doubt that Organisational Citizenship Behaviour (OCB) among the employees is low. Because of that performance of the employees tends to be low. Hence the organization must try to improve OCB among the employees. For improving OCB the organization should concentrate on improving each dimension of OCB.

In this study, wherever possible, trends have been studied and established. Depending upon the trends, for maintaining performance of the employees, the management have to take
appropriate decisions relating to recruitment of the human resources and maintenance of age-wise, gender-wise, education-wise and experience-wise composition of the employees.

In this study correlation between different dimensions also has been studied, established and given. Increase or decrease in rating of employees on one dimension may affect the rating of employees on another dimension either in the same direction or in opposite direction. By taking that into consideration the organization can take appropriate decisions relating to the maintenance or enhancement of organizational citizenship behaviours among the employees.

Possession and exhibition of organizational citizenship behaviours by the employees is situational and circumstantial in nature. They depend on personal, organizational, environmental, situational and circumstantial factors. Hence an all time, universal and readymade solution cannot be given. Each case has to be studied carefully and remedial measures have to be decided and administered.

8.15 Testing of Hypotheses

(a) Hypothesis No.1: Altruism is low among the employees: Analyses given in Chapter 3 revealed that altruism among the respondents is low. Hence it can be concluded that altruism among the employees is low and Hypothesis No. 1 is proved.

(b) Hypothesis No.2: Conscientiousness is low among the employees: Analyses given in Chapter-4 has proved beyond doubt that Conscientiousness among the respondents is high. Hence it can be concluded that conscientiousness among the employees is high and Hypothesis No.2 is disproved.

(c) Hypothesis No.3: Sportsmanship is low among the employees: Analyses given in Chapter 5 revealed that sportsmanship among the respondents is low.
Hence it can be concluded that sportsmanship among the employees is low and Hypothesis No. 3 is proved.

(d) **Hypothesis No.4: Courtesy is low among the employees:** Analyses given in Chapter 6 revealed that courtesy among the respondents is low. Hence it can be concluded that courtesy among the employees is low and Hypothesis No. 4 is proved.

(e) **Hypothesis No.5: Civic Virtue is low among the employees:** Analyses given in Chapter 7 revealed that civic virtue among the respondents is low. Hence it can be concluded that civic virtue among the employees is low and Hypothesis No. 5 is proved.

(f) **Hypothesis No.6: Total OCB is low among the employees:** Analyses given at the end of Chapter 7 reveals the existence of low level of OCB among the respondents. Hence it can be concluded that OCB among the employees of Nandi Group of Companies, Nandyal is low and Hypothesis No.6 is proved.

(g) **Hypothesis No.7: OCB and ratings on different dimensions vary internally on the basis of age, gender, education and experience:** Age-wise, gender-wise, education-wise and experience-wise analyses of the responses and Weighted Average Scores reveal that ratings vary dimension-wise and statement-wise within each dimension. Hence it can be concluded that Hypothesis No.7 is also proved.

**8.16 Scope for further Research**

There is a lot of scope for further research in the area of Organisational Citizenship Behaviour. Some research exclusively on OCB and in relation to some other related aspects has so far been carried on in other countries but not much research in the area has been undertaken in India. The present research has been undertaken to measure OCB exclusively,
with the help of the questionnaire/schedule developed by Organ et al and the same has been correlated with a few variables like age, gender, education and experience of the respondents. The future researchers can go a step ahead and can include aspects like Tenure, Salary, Job Satisfaction (JS) and Organizational Commitment (OC) in their studies, as it is assumed that they may have an impact on the determination of OCB among the workforce in an establishment.

8.17 Conclusion

Organisational citizenship behaviours, the name itself indicates that these come under Behavioural Science / Psychology. These affect not only the performance but also many other aspects. In fact general health, wealth and prosperity of the organization depend upon the exhibition of likable organizational citizenship behaviours by the employees. Employees as a group can better coexist and perform better if they possess and exhibit organizational citizenship behaviours. Many employers, especially in the unorganized sector do not know this. The purpose of this study gets served, objectives get achieved, and aims get fulfilled if at least a few employers recognize the need for and importance of possession and exhibition of organisational citizenship behaviours by the employees in their organizations. Where organisational citizenship behaviours do not exist anti-citizenship behaviours exist. As stated earlier, anti-citizenship behaviours detract the employee from the work-related output.